**INTERVIEW – INSTITUTIONAL HISTORY OF THE NBDC**

**Introduction/purpose**: The NBDC focused on reaching development outcomes through research (R4D). The CPWF and NBDC would like to gain insight into how the R4D approach was implemented in the NBDC. To this end the following interview guide is designed to gather experiences from those who worked in the program as a basis for synthesizing lessons. Lessons learned will be relevant for others working in R4D, and especially for the CGIAR Research Programs.

The interview questions will be used as guide. A draft report of the interview will be shared with the interviewee for correction/addition, before it is finalized.

The content of this interview report will remain confidential and only be shared with the core team: Doug Merrey, Kees Swaans and Ewen Leborgne. Analysis and (anonymous) quotes may be used in final report/article.

Name:

Interviewer:

Date:

Role in NBDC:

Period active in NBDC:

1. **Understanding R4D**

* How would you describe R4D? And what was the initial idea of R4D in the NBDC?
* To what extent did partners and NBDC staff have a good understanding of R4D according to you?
* In retrospect, how well was R4D implemented, and did it add any real value?
* According to you, were there key moments/breakthroughs in terms of the way of thinking on R4D in the NBDC? If so, please explain what changes and how his affected the project/program?
* (Did your perception of R4D change over time, and if so, how and why?)

1. **Partnerships/networks**

* Who were the actors you (or NBDC) worked directly with in your project ? What was the reason for working with them (what was the expected added value)?
* How close/loose were these partnerships and how did they evolve over time and why? (did some dominate and if so why?)
* To what extent were the partnerships successful and useful, and why?
* In retrospect, do you think you (or NBDC) chose for the right partners for your project or the NBDC? If not, which partners would you have chosen in hindsight and why?

1. **Knowledge integration**

* If we talk about knowledge integration, what does that actually mean according to you?
* In your view, was NBDC successful in achieving knowledge integration?
* What went well and what did not go well, and why? And to what extent was this affected by the structure of the program?
* What were the main challenges and how were these addressed?

1. **Innovation**

* What do you understand by ‘innovation’?
* In your view, to what innovations has NBDC contributed? Which ones are most significant and why? If there are none, please explain why.
* To what extent did these innovations emerge from **research** [i.e., science-based] versus being an idea(s) that emerged from stakeholders’ observations or other sources? And to what extent was the development of innovations an interactive process?
* What challenges did you face during the innovation process? And what (factors) helped to overcome these (or prevented completion if applicable)?
* (What has been the impact of the innovation so far, and/or what is according to you the potential?)

1. **Engagement with development practice and policy**

* What were the different target groups for your project specifically, and for the NBDC more broadly? What was the intention in terms of engagement with these groups?
* How did we engage with these different groups in practice and did we engage with the right people? Were groups or people excluded who should have been involved? Did we engage at the right stages in the program, with the right levels (woreda, provincial, national)? Please explain?
* In terms of engagement, did we make use of existing structures/forums or try to create new ones; and why? Did we make the right choice, in retrospect?
* What went well and less well in terms of the engagement process, what did we learn from that, and did that affect our work?

1. **Knowledge management and communication**

* What do you perceive as knowledge management and communication in the NBDC?
* Was there an initial strategy for knowledge management and communication? If yes, what were the main characteristics and principles or assumptions? If not, why not?
* How effective was the program in terms of internal communication and knowledge management? Please explain (e.g. information sharing and communication/learning between researchers and partners)
* How effective was the program in terms of external communication and knowledge management? Please explain (e.g. contributing to engaging interactive events; use of media to package and communicate results, outcomes and recommendations to different audiences?).
* (Overall, what went well and not well in terms of KM and communication according to you and why?)

1. **Theory of change**

* What was the theory of change (on how to reach impact) and what were the planning/monitoring tools and approaches used in1) your project, and 2) the NBDC? Please explain.
* To what extent did it guide 1) your work, and 2) more broadly, NBDC? And if not, what did?
* (Did the theory of change evolve with experience? How, why and how conscious was this? If not, how come?)
* To what extent have we achieved the identified outcomes? Please explain? Were there any unintended effects/outcomes?
* Did we adapt our decisions/strategies based on the progress made? Please explain (adaptive management)

1. **General (keep short)**

* What are the main lessons you have learned in terms of the R4D process in the NBDC?
* (What were the strengths and weaknesses of the NBDC?)
* If you could do it all over again, what would you do differently and why?
* In your view, what were the main gaps in the program?

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